

DD/S REGISTRY  
FILE *Training 3*~~CONFIDENTIAL~~

DD/S 72-0647

25 FEB 1972

MEMORANDUM FOR: Acting Director of Training

Rod:

I am returning the package of papers dealing with Mr. Colby's question regarding the Foreign Affairs Executive Seminar (FAES) together with a copy of my memorandum to him on the subject (DD/S 72-0646). As you will note from the latter, we have an additional three-month period in which to develop information and experience before answering all of his specific questions. In asking this relief I felt that we could not provide really factual information and I was reluctant to send along what were perhaps necessarily rather subjective views. (I was also a bit bothered about the reflection of the Deputies' discussion of July 1971 since the formal record of that meeting does not substantiate our proposed statement on this point.)

I believe it is important that the Directorates concerned are directly educated on the changes which have been made which clearly distinguish the FAES from the National Interdepartmental Seminar (NIS).

It will be important for  to keep close tabs on the upcoming courses and to review critically those which have already taken place under the new format. You and he should also know that Mr. Colby is interested in having judgments on both qualitative and quantitative (all agency performance vs. quota) bases as we look at the FAES courses which will have run by the time we report to him.

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You should proceed with the discussion of the revised quotas and financial arrangements--I wonder if working within the Committee framework might not be better than going it alone as the front runner for the other agencies.

Please come back to us before close of business 12 May 1972 with the new draft response to Mr. Colby's 12 January paper.

(signed) John W. Coffey

John W. Coffey  
Deputy Director  
for Support

Att 1: Memo for ExDir fr DD/S re above  
dtd 23 February 1972

Att 2: Background papers - *DD/S 72-0601*  
*DD/S 72-0602*

DD/S:JWC:llc (23 February 1972)

Distribution:

- O - Addressee w/ *HTS*
- 1 - DD/S Chrono
- 1 - DD/S Subject w/ *copy HTS*

~~CONFIDENTIAL~~

TRANSMITTAL SLIP		DATE 15 February 1972
TO: Mr. Coffey via Mr. Wattles		
ROOM NO.	BUILDING	
REMARKS:		
<p>Recommend your signature (2).</p> <p><i>Ch. Coffey</i></p> <p><i>[Signature]</i> LDP</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

# MEMORANDUM FOR: Executive Director-Comptroller

Bill:

Hugh Cunningham provided additional pertinent information about the FAES in his transmittal memorandum to me. I have included it as an attachment to my memorandum since I believe paragraphs 3 and 4 will be of particular interest to you.

The only action requested of you at this time is your agreement that Hugh proceed to negotiate a yearly quota of 24 (paragraph 3 of my memo).

John W. Coffey

(DATE)

FORM NO.  
1 AUG 54

101

REPLACES FORM 10-101  
WHICH MAY BE USED.

(47)

3 month  
relief

Get substantive change "words" to  
Directorates  
also interest in qualitative and  
frontal view of students

Colby -

Back of FAES response

but allow

Hugh represent

the desire reduce

quota

STAT



Executive Director-Comptroller

Bill:

Hugh Cunningham provided additional pertinent information about the FAES in his transmittal memorandum to me. I have included it as an attachment to my memorandum since I believe paragraphs 3 and 4 will be of particular interest to you.

The only action requested of you at this time is your agreement that Hugh proceed to negotiate a yearly quota of 24 (paragraph 3 of my memo).

John W. Coffey

EO-DD/S:LDP:es (15 Feb 72)

Distribution:

- Orig - Adse w/orig & 1 of att (DD/S 72-0602)
- 1 - DD/S subject w/cy of att
- 1 - DD/S chrono

DD/S 72-0602: Memo dtd \_\_\_\_\_ to ExDir-Compt fm DD/S, subj: FAES

DD/S 72-0602

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Foreign Affairs Executive Seminar (FAES)

REFERENCES : (a) Memo dtd 12 Jan 72 to DD/S fm  
ExDir-Compt, same subject

(b) Ltr dtd 6 Jan 72 to DCI fm John N. Irwin II,  
Chairman, NSC Under Secretaries Committee,  
re same subject

1. This memorandum is in reply to your request for developing an appropriate Agency reaction to the letter on the Foreign Affairs Executive Seminar that Under Secretary Irwin sent to Mr. Helms on 6 January 1972.

2. We answered Secretary Irwin's letter on 26 January 1972 and need not respond further for several months or until we develop a more conclusive opinion about the value of the new course. Nevertheless, I have assurance from Hugh Cunningham, who as CIA's representative on the Committee on Training had a hand in giving the Seminar its new direction, that as now developed, the focus is on broader foreign policy problems. It is no longer a "counterinsurgency" course; its changeover to emphasis on the process of implementing and coordinating national policy within a context of domestic relations makes it an appropriate program for us to support by sending qualified officers who meet both the criteria of grade, GS-14 and above, and job-relevance.

3. If you agree, I propose to have Hugh, in conformance with Colonel White's letter of 23 July 1971 to Van Langley, negotiate the proposed yearly quota of 24 and take this action with the Review Committee as soon as possible so that we can operate at that level beginning in FY 73. Hugh has mentioned that other participating agencies are awaiting the outcome of CIA's proposal; it is quite likely that they will also seek reductions.

We should give the Seminar a fair chance for at least a year. During that time we can continue to solicit opinions from those whom we send as to the relationship of the course to the needs of the Agency. We would be in a better position after that to discuss any further action.

4. Let me cover briefly the specific points you mentioned in your memorandum to me:

a. Comments made by CIA personnel who have attended the Seminar to date:

In more than 100 critiques prepared on 33 sessions conducted through 1971, about six, all from the CS, were overall negative. Two included a recommendation that we withdraw from the Seminar. Interestingly, most of the complaints were made by students who attended the Seminar before the Committee on Training initiated the first major change which brought the coverage into line with President Nixon's new policy on underdeveloped countries. This was in mid- 1969.

b. The new posture of the FAES in relation to the value of changes made:

The predecessor National Interdepartmental Seminar emphasized the Foreign Internal Defense Policy. The FAES stresses the new era in power relations, national priorities as viewed from the White House, and the development of foreign policy and its impact on foreign affairs agencies.

c. The value of the Seminar to CIA personnel, with reference to the differing needs and interests of each Directorate:

The FAES is best suited to the requirements of the Clandestine Service; specifically to those officers designated for overseas posts. It is an excellent opportunity for them to mix with those officers from the participating agencies who are also proceeding overseas. The Seminar is well-suited to estimates officers, analysts, and area specialists in the Intelligence Directorate. I think Chiefs of Support would find it extremely useful to their assignments abroad. Overall it is an excellent forum for our representatives to correct many long-standing misconceptions those from other agencies have about CIA.

The FAES appears of little value to S&T careerists.

d. Consultation with each Directorate as to whether and how the FAES should or should not be integrated into the career development of its officers:

This matter was thoroughly examined by the Deputies before Colonel White sent his letter of 23 July 1971 requesting the cut in our quota. The reaction of the Deputies was unqualifiedly negative; in fact they recommended termination of the Seminar. There is no question but what they are not interested in programming the Seminar into



career development of their officers. By contrast is the Department's approach: Secretary Irwin in his letter to 26 Bureau and office heads specified that they are "required to program their key personnel into the FAES as a matter of regular career development training." He goes on to say that this is "true for personnel being considered for Chiefs of Mission, DCM's, Heads of Mission sections, Consul Generals and Supervisory Consul Generals, Bureau and office heads, Country Directors, and Desk Officers."

e. Contributions to the Seminar by CIA personnel:

(1) Staff and Faculty:

Staffing the Seminar consists of our maintaining a full-time representative on the faculty. Presently [ ] is there. OTR has provided the person since the Seminar began in May 1963. Secretarial assistance is provided by the Department.

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(2) Visiting Lecturers and Visits to CIA:

We provide about four area specialists to lead discussions on the four world regions covered in the Seminar. In addition another four senior officers address the members of the Seminar during the "Day at CIA."

The visits to CIA were part of the original Seminar. They were suspended after the last session in May of 1967 and re-instituted at the request of Howard Haugerud, Chairman of the Seminar, in September 1971. Mr. Haugerud believed the one day at the Agency's Headquarters Building to be highly important to the success of his program.

(3) Finances:

Participating agencies fund the Seminar, with costs being prorated on the basis of the prescribed quota. Exclusive of the salary of the faculty representative (presently GS-16 base) the reimbursable expense to the Agency during the last five years has ranged from a five-year low of \$26,280 in FY 70 to a five-year high of \$37,800 in FY 65. Undersubscription or oversubscription of the quota does not affect the cost. FY 72's cost is budgeted at \$30,000; FY 73, at \$33,000.

**(4) Student Quotas:**

Our quota of eight was established by General Carter in his memorandum of April 1963 to the DD/P. Later it was agreed that the CS would be required to fill four of the eight slots in each session; the remainder to come from the other Directorates. In December 1969, when he described the changes in the Seminar to the Deputies, Colonel White restated this quota. (The changes were made in the light of the new Administration's policy on foreign internal defense.) Most recently, the correspondence from Colonel White to Van Langley asked for a reduced quota of 24. There has been no response to that letter but Secretary Irwin noted in his letter to Mr. Helms that the Review Committee will be responsible for establishing quotas for attendance.

John W. Coffey  
Deputy Director  
for Support

Att: Memo dtd 11 Feb 72 to DD/S fm  
D/TR, same subj (DD/S 72-0601)

ORIGINATOR: /s/ on orig. Hugh T. Cunningham  
Director of Training

11 Feb 72  
Date

Rewritten:EO-DD/S:LDP:es (15 Feb 72)

Distribution:

Orig - Adse w/orig of att

1 - ER w/att

✓ 1 - DD/S subject w/att & w/ref a (DD/S 72-0170) & ref b (DD/S 72-0098)

1 - DD/S chrono

1 - D/TR

1 - OTR/EA/P

22.0601

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Foreign Affairs Executive Seminar

REFERENCE : (a) ExDir-Compt Memo dtd 12 Jan 1972  
(b) John N. Irwin Memo dtd 6 Jan 1971

1. The attached memorandum is a proposed reply from you to the Executive Director-Comptroller who, in referent a, requested Agency reaction to the paper on the Foreign Affairs Executive Seminar (FAES) Under Secretary Irwin sent to the Director on 6 January 1972.

2. By way of preface to the attached response, I want to remind you that as the Agency's representative on the Committee on Training, I had a large part in refocussing the Seminar as it is presently constituted. Its earlier emphasis on the Foreign Internal Defense Policy identified it with the past and I felt a complete changeover to the process of implementing and coordinating our world-wide foreign policy within a context of internal, international, economic, and other pressures of the 70s was necessary to survival of the Seminar.

3. Now that the changeover has been made, the Seminar becomes a viable foreign affairs course to which we should send our best qualified people. The presence of the experienced CIA officer in previous seminars has already gone far to obliterate some of the distorted impressions about the Agency which were common among many who attended from other agencies. More such positive action is needed. Little is lost by continuing our participation in the Seminar; the Agency's relevance to foreign policy is open to question if we fail to do so.

4. I find, however, that in reviewing our input to recent sessions of the Seminar, efforts appear to be directed to meeting our quota rather than to finding the right people who should attend it. In the four sessions so far this fiscal year, we have sent 22 people, 11 of whom were in grade GS-13 -- though the intended minimum grade is GS-14, and other students have included ambassadors and generals. More than 50% of our total were not in, nor, apparently, going to be in jobs actively related to the goals of the Seminar.

25X1

HUGH T. CUNNINGHAM  
Director of Training

**CONFIDENTIAL**

DD/S 72-0646

23 FEB 1972

FILE *Training 3*

MEMORANDUM FOR: Executive Director-Comptroller

Bill:

As I mentioned on the telephone, I believe that the information developed thus far in response to your memorandum dated 12 January 1972, subject: Foreign Affairs Executive Seminar (FAES), would be misleading and more subjective than should be the case since there is thus far such limited experience with the new Seminar.

Based on your oral approval, we will come back to you in approximately three months having at that time judged the new course on the basis of actual experience and having made contact with Agency students and the Deputies concerned from the same vantage point. We have instructed the Director of Training accordingly and have also told him, as the Agency representative on the Review Committee to press the Agency's position on the matter of quotas and financing so that we can operate at the revised levels beginning in FY 73.



25X1

John W. Coffey  
Deputy Director  
for Support

cc: A-DTR

DD/S:JWC:llc (16 February 1972)

Distribution:

- O - Addressee
- 1 - DD/S Subject w/background
- 1 - DD/S Chrono
- 1 - A-DTR
- 1 - ER

**CONFIDENTIAL**

	UNCLASSIFIED		CONFIDENTIAL		SECRET
<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS		DATE	INITIALS	
	Eo/DD/S		2-28-72	<i>[Signature]</i>	
2					
3	Registry (file)				
4					
5					
6					
	ACTION		DIRECT REPLY	PREPARE REPLY	
	APPROVAL		DISPATCH	RECOMMENDATION	
	COMMENT		FILE	RETURN	
	CONCURRENCE		INFORMATION	SIGNATURE	

**Remarks:**

WEC COMMENT NOTED  
AT NOON MEETING 2-28-72.

*[Signature]*

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
Ex Div	2/28/72

TRANSMITTAL SLIP

23 FEB 1972

TO:

*McColly*

ROOM NO.

BUILDING

REMARKS:

*My apologies for  
letting this get  
buried.*

STAT

FROM:

ROOM NO.

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

CONFIDENTIAL

72-195/2

DD/S 72-0646

23 FEB 1972

MEMORANDUM FOR: Executive Director-Comptroller

Bill:

As I mentioned on the telephone, I believe that the information developed thus far in response to your memorandum dated 12 January 1972, subject: Foreign Affairs Executive Seminar (FAES), would be misleading and more subjective than should be the case since there is thus far such limited experience with the new Seminar.

Based on your oral approval, we will come back to you in approximately three months having at that time judged the new course on the basis of actual experience and having made contact with Agency students and the Deputies concerned from the same vantage point. We have instructed the Director of Training accordingly and have also told him, as the Agency representative on the Review Committee to press the Agency's position on the matter of quotas and financing so that we can operate at the revised levels beginning in FY 73.



John W. Conney  
Deputy Director  
for Support

25X1

cc: A-DTR



FILE

*Training 3*

Executive Director-Comptroller

Bill:

As you can readily see, this letter to Under Secretary Irwin is non-committal. I suggest that this is the form it should take since the Deputies have previously registered considerable reservations about the old NIS. Then, based on the study Hugh Cunningham is doing at your request, the matter can be reviewed again with you and the Deputies and a more definitive opinion reached about its continuing value to the Agency.

John W. Coffey

24 JAN 1972

EO-DD/S:LDP:es (21 Jan 72)

Distribution:

Orig - Adse w/orig & 6 of att (DD/S 72-0262)

✓ - DD/S subject w/cy of att

1 - DD/S chrono

DD/S 72--262: Mx Ltr dtd 26 JAN 1972 to Under Secretary of State Irwin  
fm DCI, subj: as above

NOTED N.Y. 1-28-72 P

UNCLASSIFIED

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020013-3

USE ONLY

CONFIDENTIAL

SECRET

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: Director of Training STAT 1026 Chamber of Commerce		EXTENSION <div></div>	NO. DTR-7107
		DATE	
TO: (Officer designation, room number, and building)	DATE RECEIVED      FORWARDED		OFFICER'S INITIALS
1. DD/S 7D26 Hqs			<p>For your information, Mr. Irwin has sent a letter to 26 senior officers of the Department of State which includes these paragraphs:</p> <p>"2. The Department attaches great importance to a coordinated inter-agency approach to the formulation and implementation of foreign policy both in Washington and the country teams. This new Seminar will afford Department officers an opportunity both to become better acquainted with other U. S. agencies' viewpoints and at the same time to inform other agencies' representatives of the Department's viewpoints on major foreign policy problems.</p> <p>"3. Because of this and because particular emphasis is placed in the new Seminar on the leadership role of the Department in foreign policy, each Department bureau and office head is required to program its key senior personnel into this new Foreign Affairs Executive Seminar as a matter of regular career development training. This is particularly true for personnel being considered for the following positions: Chiefs of Mission, DCMs, Heads of Mission sections, Consul Generals, Bureau and office heads, Country Directors, and Desk Officers."</p>
2.			
3. ER 7E12 Hqs			
4.			
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6. DCI			
7.			
8.			
9.			
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11.			
12.			
13. /			
14.			
15.			

HUGH T. CUNNINGHAM

Director of Training

STAT

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020013-3

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ER 72-195/A  
DD/S 72-0262

26 JAN 1972

The Honorable John N. Irwin II, Chairman  
NSC Under Secretaries Committee  
Department of State  
Washington, D. C. 20520

Dear Jack:

Thank you for your letter of 6 January concerning the conversion of the National Interdepartmental Seminar into the Foreign Affairs Executive Seminar. I shall be interested in reviewing the revised course after we have some experience with it.

I have asked our Director of Training, Dr. Hugh T. Cunningham, to continue as the CIA representative on the Seminar review committee.

Sincerely,

/s/ Dick

Richard Helms  
Director

STAT

OTR/HTC [ ] lrm (17 Jan 72)  
Rewritten: DDS/JWC:es (24 Jan 72)  
Rewritten: O/ExDir/BE:blp (25 Jan 72)  
Distribution:

Original - Addressee

- 1 - ER
- 1 - DTR
- 2 - DD/S
- 1 - EA/Plans

DD/S 72-0262

The Honorable John N. Irwin, II  
The Under Secretary of State  
Washington, D. C. 20520

Dear Jack:

I have your letter of January 6 concerning the conversion of the National Interdepartmental Seminar into the Foreign Affairs Executive Seminar. I will be interested in reviewing the revised course after we have some experience with it.

I wish Dr. Hugh T. Cunningham to continue as the CIA representative on the Seminar review committee.

Sincerely,

Richard Helms  
Director

ORIGINATOR:/s/ on orig. Hugh T. Cunningham

Director of Training

OTR/HTC/ [ ] lrm (17 Jan 72)

Rewritten:DD/S:JWC:es (24 Jan 72)

Distribution:

Orig - Adse

1 - Signing Official

1 - DDCI

1 - ER

2 - DD/S *subg.*

1 - D/TR

1 - EA/Plans

CONCUR:

(signed) John W. Coffey

John W. Coffey  
Deputy Director  
for Support

24 JAN 1972

Date

STAT

The Honorable John N. Irwin, II  
The Under Secretary of State  
Washington, D. C. 20520

Dear Jack:

I am pleased to learn of the new focus given by the Under Secretaries Committee to the Foreign Affairs Executive Seminar and wish to assure you of this Agency's continued efforts to assign senior officers to the Seminars.

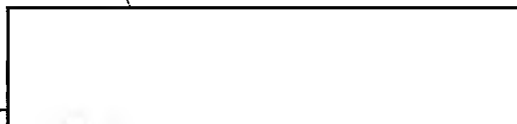
I also wish to reappoint Dr. Hugh T. Cunningham as my representative on the Seminar's Review Committee.

Sincerely,

Richard Helms  
Director

ORIGINATOR:

STAT



Hugh F. Cunningham  
Director of Training

19 January 1972  
Date

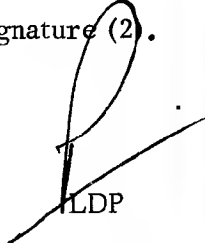
CONCUR:

\_\_\_\_\_  
John W. Coffey  
Deputy Director  
for Support

\_\_\_\_\_  
Date

Distribution:

- Orig. - Adse
- 1 - ER
- 1 - Signing Official
- 1 - DDCI
- 2 - DD/S
- 2 - DTR
- 2 - EA/Plans

<b>TRANSMITTAL SLIP</b>		DATE 24 January 1972
TO: Mr. Coffey		
ROOM NO.	BUILDING	
REMARKS:		
<p>Recommend your signature (2).</p> <p style="text-align: right;">               LDP         </p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	DD/S	14 JAN 1972	<i>[initials]</i>
2	Director of Training 1026 Chamber of Commerce Bldg.		
3			
4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
<b>Remarks:</b>			
<p>1 to 2: Hugh:</p> <p>I understand that you are already preparing a response to paragraph f. I also consider you the appropriate action officer for the remaining requirements in the Executive Director's memorandum.</p> <p>He has set a suspense date of 15 February, so may I have your report by 11 February to facilitate my review of it. - on <i>PARAS a</i> <span style="border: 1px solid black; display: inline-block; width: 100px; height: 20px; vertical-align: middle;"></span></p> <p style="text-align: right;">John W. Coffey</p> <p>SUSPENSE (items a thru e): 15 February 72</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
UNCLASSIFIED	CONFIDENTIAL	SECRET	

FORM NO. 237 Use previous editions

(40)

DD/S Distribution:

- Orig - D/TR w/orig of att (DD/S 72-0170)
- X* - DD/S subject w/cy of att
- 1 - DD/S chrono

DD/S 72-0170: Memo dtd 12 Jan 72 to DD/S fm ExDir-Compt, subj:  
Foreign Affairs Executive Seminar (FAES)



~~CONFIDENTIAL~~

12 January 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Foreign Affairs Executive Seminar (FAES)

Please take the action of developing an appropriate Agency reaction to this paper from Under Secretary Irwin. Please include the following:

- a. Review comments made by CIA personnel who have attended the Seminar to date;
- b. Examine the new posture of FAES to determine the value of changes made;
- c. Determine the value of the FAES to CIA personnel, with particular reference to the differing needs and interests of each directorate;
- d. Consult with each directorate as to whether and how the FAES should or should not be integrated into the career development of its officers;
- e. Determine contributions to the Seminar by CIA personnel, to include staff, faculty, visiting lecturers, visits to CIA, finances, and student quotas;
- f. Provide the representative to the review committee, as requested on the bottom of page 2, preparing a response for the Director's signature.

[s] W. E. Colby

W. E. Colby  
Executive Director-Comptroller

## Attachment:

Ltr to DCI from John Irwin (Chairman, NSC Under Secretaries Committee) dtd 6 Jan 71 (sic)

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM					
UNCLASSIFIED		CONFIDENTIAL		SECRET	
<b>OFFICIAL ROUTING SLIP</b>				DD/S	
				FILE <i>Training 3</i>	
TO	NAME AND ADDRESS	DATE	INITIALS		
1	Deputy Director for Support	JAN 1972	LDP/er		
2					
3	Director of Training				
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<b>Remarks:</b>					
<p>Attached received from the Director.</p> <p>Have retained original for Mr. Colby's review.</p>					
<b>FOLD HERE TO RETURN TO SENDER</b>					
FROM: NAME, ADDRESS				DATE	
O/Executive Director/ [Redacted]				7D59 7 Jan 72	
UNCLASSIFIED		CONFIDENTIAL		SECRET	

FORM NO. 237 Use previous editions

(40)

STAT

## DD/S Distribution:

Orig - D/TR w/orig of att (DD/S 72-0098)

✓ 1 - DD/S subject w/cy of att

DD/S 72-0098: Memo dtd 6 Jan 71 (sic) to DCI fm NSC Under Secretaries Committee, subj: conversion of present NIS to one Foreign Affairs Executive Seminar

DD/S 72-0098  
Executive Registry  
72-195

THE UNDER SECRETARY OF STATE  
WASHINGTON

NSC UNDER SECRETARIES COMMITTEE

January 6, 1972

Dear Dick:

As a result of the agreed findings of the Special Working Group which reviewed the National Interdepartmental Seminar (NIS) of the Foreign Service Institute, the present NIS will be converted to one Foreign Affairs Executive Seminar (FAES).

Starting with the next three-week course on January 10-28, the FAES will include participants from State, Defense, AID, CIA and USIA, as well as officers stationed in the U.S. or abroad from Treasury, Labor, Commerce, Agriculture, AEC, HEW, ACTION and ACDA whose work is in the international relations area. Participants must be officers from a U.S. Government agency in the international relations field with rank of FSO-3 and above, Lt. Colonel and above, Commander and above, or GS-14 and above. It is anticipated that each agency, as a matter of regular career development training, will program officers into the course on a regular basis well in advance of the opening dates.

Beginning with the January course, the focus will change from "counter insurgency" to broader issues of national security policy formulation, coordination and implementation. It will give more emphasis to foreign policy problems -- especially the implications of the Nixon Doctrine, foreign and trade policies, and the impact of domestic forces on U.S. foreign policy. At the same time the Seminar will continue to examine problems of modernization and internal defense.

The Honorable  
Richard Helms,  
Director of Central Intelligence.

-2-

The Foreign Affairs Executive Seminar will be interdepartmentally staffed and funded. It will continue to be conducted by a faculty of representatives from State, DOD, CIA, AID and USIA under the chairmanship of the Department of State. The method of instruction will combine lectures by recognized national and international experts, regional seminar discussions, selected readings, and visits to various agencies and Congress. The purpose is to provide an advanced, short-term course to senior officials which will broaden their awareness of the roles and viewpoints of other agencies in foreign policy formulation and implementation. Special emphasis will be given in the regional seminars to a coordinated interagency approach to the decision-making and implementation process in Washington and in the country team.

There will be six sessions each year -- in January, March, May, July, September, and November. Each session will last three weeks and will be limited to 60 persons.

Member agencies should:

- a. Assign to the Seminar senior executive level foreign affairs personnel, whether posted in Washington or abroad.
- b. Provide financial and staff support to the Seminar on a shared basis.
- c. Designate a representative to serve on a review committee under the chairmanship of the Director of the FSI and to act as the agency's contact point on Seminar matters.

The review committee will establish agency quotas for attendance and funding and will report to me at the end of each fiscal year on the value

-3-

of the course to member agency personnel and on compliance with objectives, participation and funding of the Seminar.

With kindest regards,

Sincerely,

  
John N. Irwin II  
Chairman

Enclosure:

Evaluation of last two Seminars.

EVALUATION BY PARTICIPANTS OF THE LAST  
TWO SEMINARS

September Seminar

The overall evaluation of the September Seminar on a scale of one (low) to seven (high) was "six".

91% of the participants recommended that their agency continue to send key personnel to the Seminar.

November Seminar

The overall evaluation of the November Seminar was 6.2.

100% of the participants recommended that their agency continue to send key personnel to the Seminar.

DTR-6807

Exec. v. Security
71-3960

23 July 1971

Mr. Van E. Langley  
Planning and Coordination Staff  
Department of State  
Washington, D. C. 20520

Dear Mr. Langley:

I refer to Mr. Hartman's memorandum to the NSC Under Secretaries Committee, of 7 July 1971, Subject: National Interdepartmental Seminar.

For some considerable time, we in the Central Intelligence Agency have had some question as to whether the National Interdepartmental Seminar had not outlived its usefulness. As the years have gone by, we have also found it increasingly difficult to fill our quota with the kind and caliber of personnel we felt could profit from and contribute to the Seminar.

We note with approval that it is planned to "Broaden the focus of the Seminar and give more stress to the process of policy implementation and coordination, within a context of domestic realities as well as current foreign policy issues and National Security objectives."

We also note with approval that a Review Committee is to be established which will report to the Under Secretaries Committee annually at the end of the fiscal year. We would like to suggest that this be an occasion to reevaluate the Seminar rather than merely to report "on compliance with this directive."

With regard to your specific question, the Central Intelligence Agency concurs in the suggested redesignation of the National Interdepartmental Seminar and its substantive reorientation. We do not concur in a quota of 48 (3 for each of 6 Seminars) and request that our quota be reduced to 24 (4 for each of 6 Seminars).

We concur in the principle of operating the Seminar on a shared cost basis but would assume that a reduction in our quota would also mean a reduced contribution from the Agency.

Sincerely,

[Redacted Signature]

STAT

L. K. White

Executive Director-Comptroller

1 copy  
Under Secy  
National

Ex. Dir. LKWhite/ji

Distribution:

Orig. - Addressee (By hand to Mr. Langley/State)

1 - ER

1 - ExDir

① - D/Training

1 - [Redacted] (2C32)

1 -

STAT



RSW

JWC

I have already requested  
CTR to prepare an  
immediate response  
pertaining to request in  
para f.

I also recommend  
action be assigned to the  
DIR for the other action  
required.

Suggest you sign  
comment on yellow  
routing slip.

STAT



SWC

As requested, attached is the memo Colonel White sent to State requesting a reduction in our NIS quota. While we could refer to this letter in our immediate response to the Duvin letter, you may prefer not to since the last para of Duvin's letter says the review committee will establish quotas. So, our rep could later use Col. White's letter to negotiate a reduction for the Agency - Recommended (over)

*you initial the note  
to Hugh as is -*

A handwritten signature or set of initials, possibly 'P' or 'J', with a horizontal line underneath.

Action

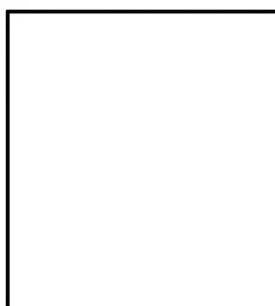
REGISTRY  
FILE *Training 3*  
DD/S 72-3867

MEMORANDUM FOR: Director, Domestic Contact Service, DD/I


SUBJECT : Symposium on U. S. ~~Business~~ and  
the International Economy

The Deputy Director for Support appreciates the allocation of four  
seats for the 18 October 1972 symposium. The Support Directorate officers  
selected to attend are:

STAT



- Office of the DD/S
- Office of Logistics
- Office of Finance
- Office of Finance

  
Executive Officer to the  
Deputy Director for Support

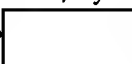


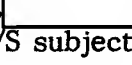
STAT

cc: Director of Training

EO-DD/S:LDP:es (10 Oct 72)

Distribution:

Orig & 1 - Adse

- 1 - D/TR w/cy of program (DD/S 72-3837)
- 1 - Mr.  already has cy of program)
- 1 - Mr.  w/cy of program
- 1 - Mr.  y of program
- 1 - Mr.  /cy of program
- 1 - DD/S subject w/orig of program
- 1 - DD/S chrono

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S Y M P O S I U M

on

U. S. Business and the International Economy

Conducted under the Joint Sponsorship of the Domestic Contact Service, DD/I,  
and the Office of Training, DD/S

Room 1-A-07 Headquarters Building, Wednesday, 18 October 1972

Purpose: To examine the changing role of American business in the light of international economic problems and their effect on U. S. policy. Guest speakers will discuss present and probable future trends in the ways that U. S. companies, individually and collectively, are adapting to the changing character of international trade, the international monetary system, and international business financing. The effect of foreign business policies and tactics also will receive attention.

Program:

9:00 - 10:15	Dr. Lawrence B. Krause, Senior Fellow, The Brookings Institution
10:15 - 10:30	Break
10:30 - 11:45	Mr. Gordon R. Williamson, Vice President, IBM World Trade Corporation
11:45 - 1:15	Lunch
1:15 - 2:30	Mr. Eugene A. Birnbaum, Vice President for International Monetary Affairs, The Chase Manhattan Bank
2:30 - 2:45	Break
2:45 - 4:00	Mr. John F. Gallagher, Vice President - International Operations Sears Roebuck and Company

The Program will be unclassified

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Symposium on U. S. Business and the International Economy

FROM:

Director, Domestic Contact Service  
912 Key Building

EXTENSION

NO.

DD/S 22-3837

DATE

4 October 1972

STAT

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Deputy Director for Support  
7 D 18, Hqs.

2.

3.

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15.

Attached is the program for a Symposium on U. S. Business and the International Economy which will be held on Wednesday, 18 October 1972. Attendance must be controlled because of seating limitations but we have reserved four (4) seats for the Deputy Directorate for Support (exclusive of OTR).

Please notify us if you will be unable to use them.

*Mm*